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17 June 1952

HISTORY OF THE CAREER SERVICE PROGRAM

1. In a letter to the Honorable John McCloy, dated 17 March 1951, General Smith said, "I am trying to build up a corps of well-qualified men here who are interested in making a career with the Central Intelligence Agency. To effect this, I recently established a training section which functions - as much as I dislike the term - as a sort of career management office."

2. The Office of Training prepared a plan which was transmitted to the DCI on 3 July 1951 by Colonel Matthew Baird, Director of Training. This plan, "A Proposal to Establish and Implement a Career Corps Program in CIA" had received the indorsement of F. Trubee Davison, Assistant Director for Personnel, and was approved, in principle, by the DCI on 24 July 1951. It was distributed to the Deputy Directors and the Assistant Directors on 7 August 1951, under the title, "A Program for the Establishment of a Career Corps in the Central Intelligence Agency", and the comments and recommendations of the Deputy Directors and Assistant Directors were requested. The response was immediate and voluminous, and the general consensus was that a career program for CIA was highly desirable and essential, and that the 7 August proposal could serve as the basis for the planning and establishment of such a program.

3. As a consequence of these recommendations, the DCI, on 13 September 1951, established a Career Service Committee, consisting of General F. Trubee Davison, Assistant Director for Personnel (Chairman), Mr. Sherman Kent, Assistant Director for the Office of National Estimates, [REDACTED] Assistant Director for the Office of Special Operations, and Colonel Matthew Baird, Director of Training. The Committee was directed to implement the proposal to establish a Career Program in CIA, and to resolve such differences of opinion as had been voiced by the Deputy Directors and Assistant Directors in their comments and recommendations. The Committee selected [REDACTED] to act as its Executive Secretary.

4. The Committee first met on 24 September 1951, and between then and the transmittal of its Final Report in June of 1952 it held twenty-eight meetings. The Committee established eight Working Groups as follows: SELECTION CRITERIA, EMPLOYEE RATING, CAREER BENEFITS, TRAINEES, EXTENSION TRAINING, ROTATION, PERSONNEL DEVELOPMENT PROGRAM and HONOR AWARDS. Each of these Working Groups was assigned a series of specific problems and the Executive Secretary was directed

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to coordinate the activities of the Working Groups. The Committee and each of its Working Groups kept detailed records and minutes of their proceedings so that it would be possible for full coordination of the intricate and complex aspects of the establishment of the Program to be effected. More than sixty key executives of the Agency have taken an active part in the activities of these Working Groups in the development and planning of the Career Service Program. Each group consisted of from six to eight persons of Division or Staff Chief or Deputy Assistant Director caliber. Office membership on the Working Groups was determined by primary interest in the subject matters. The Working Groups were charged with effecting solutions to the assigned problems from an Agency-wide point of view. At the same time, each Working Group was directed to satisfy the requirements and harmonize the interests of the various Offices represented and to insure that the interest of Offices not represented were considered. The degree of unanimity that prevailed and the spirit of cooperation that was evinced in attempting to establish a workable plan in the interest of the Agency as a whole would augur well for the success of the Program.

5. Mr. Walter Reid Wolf, Deputy Director (Administration), became Chairman of the Committee when the resignation of General Davison became effective in April. Mr. Sherman Kent was unable to continue as an active member of the Committee and his place was taken in January by Mr. Kingman Douglass, Assistant Director for the Office of Current Intelligence.

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advised the Committee and the Working Groups on similar problems and on the solutions to them that have been reached in industry. Also, he has served as a channel through which data on industrial career and development programs has been acquired by CIA.

6. Among the many persons with whom the Committee conferred, or whose advice and assistance were given on an informal basis,

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7. On 18 December 1951 the Committee issued to the members of its Working Groups for their information, as well as to other officials of the Agency, a summary of progress so that all persons concerned would have an opportunity not only to be informed of the direction in which the plan was going but also to make whatever comments or suggestions they wished to with respect to the plan.

8. The Career Service Committee made a Progress Report to the DCI on 22 January 1952 in which the general framework of the proposed Career Service Program was sketched. On 7 March 1952 the Committee received the DCI's comments on the Progress Report which listed eight major points, each containing a number of items which the DCI wished to have considered. As a result of this, four of the Working Groups were called back into existence, a new one established, and during the months of April and May the final matters of controversy were resolved, and the final details of the proposed Program were planned.

9. The Final Report of the Committee was transmitted to the DCI on 11 June 1952, and he approved it on 13 June 1952.

10. Meetings of the Committee and its Working Groups for which agenda, minutes and records are available are as follows:

Career Service Committee	Sept. 1951 - June 1952	28
Working Group on:		
Selection Criteria	Oct. 1951 - Jan. 1952	13
Employee Rating	Oct. 1951 - Jan. 1952	17
Career Benefits	Oct. 1951 - Apr. 1952	20
Trainees	Oct. 1951 - Apr. 1952	18
Extension Training	Oct. 1951 - Jan. 1952	12
Rotation	Oct. 1951 - Apr. 1952	16
Personnel Development Program	Jan. 1952 - Apr. 1952	10
Honor Awards	May 1952 - June 1952	6
Special Meetings		3

Total Meetings

143